

## **EXHIBIT C**

## **CURRICULUM VITAE**

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Place of Birth: Ann Arbor, Michigan

### Education:

1972 B.S. in Chemistry	University of Texas at Austin
1976 M.A. (Microbiology)	University of Texas Graduate School of Biomedical Sciences
1976 M.D.	University of Texas Southwestern Medical School

### Postdoctoral Training:

1976-1977	Intern in Medicine, Massachusetts General Hospital
1977-1979	Resident in Medicine, Massachusetts General Hospital
1979-1981	Fellowship in Gastroenterology, Massachusetts General Hospital
1979-1981	Research Fellow in Medicine, Harvard Medical School

### Licensure and Certification:

1977	Massachusetts License Registration
1979	American Board of Internal Medicine
1981	American Board of Internal Medicine, Gastroenterology
1986	Texas License Registration
2002	Advanced Cardiac Life Support, AHA

### Academic Appointments:

1981-1985	Instructor in Medicine, Harvard Medical School
1985-2001	Assistant Professor of Medicine, Harvard Medical School
2001-	Associate Professor of Medicine, Harvard Medical School

### Hospital or Affiliated Institution Appointments:

1979-1981	Clinical Fellow in Medicine, Massachusetts General Hospital
1981-1986	Assistant in Medicine, Massachusetts General Hospital

1986-1989	Assistant Physician, Massachusetts General Hospital
1990-1993	Associate Physician, Massachusetts General Hospital
1994-	Physician, Massachusetts General Hospital
2002-	Clinical Associate in Medicine, Massachusetts General Hospital
2002-	Physician, Caritas St. Elizabeth's Medical Center

Awards and Honors:

1971	Phi Lambda Upsilon, University of Texas at Austin
1975	Alpha Omega Alpha, Southwestern Medical School
1975	Student Research Award, Southwestern Medical School
1984	Fellow, American College of Physicians
1988	Certificate of Merit, Radiological Society of North America
1990	Fellow, American College of Gastroenterology
1991	Research Award, American Society for Gastrointestinal Endoscopy
1992	Research Award, American Society for Gastrointestinal Endoscopy
1997	Partners in Excellence Award
1999	Partners in Excellence Award
2000 & 2002	Best Doctors in America
2001	Partners in Excellence Award
2002	Physical Medicine and Rehabilitation Service Award, Spaulding Rehabilitation Hospital
2003	Excellence in Caring, Caritas Christi Health care System

Hospital and Health Care Organization Service Responsibilities:

1990-	Director, Massachusetts General Physicians Corporation
1990-1992	Chairman of the Board of Directors, Medical Management Associates, Inc.
1993	Ambulatory Care Task Force, Massachusetts General Hospital
1994-1996	Performance Improvement Committee, Partners Community Health Care, Inc.
1996-2002	Medical Management Committee, Partners Community Health Care Inc.
1996-2002	Strategic Planning Committee, Partners Community Health Care, Inc.
1996-2002	Director, Partners Community Health Care Inc.
1999-2002	Trustee, Massachusetts General Hospital
2000-2002	MGH Trustees Facilities and Real Estate Planning Committee
2000-2002	MGH/MGPO Trustees Quality of Care Committee
2000-2002	Chairman, Medical Management Committee, Partners Community Health, Inc.
2004-	Director, Caritas Christi Network Services
2004-	Director, Massachusetts e Health Collaborative

## Major Administrative Responsibilities:

1981-1993	Chief, Gastrointestinal Clinic, Massachusetts General Hospital
1986	Chairman, Clinical Laser Safety Committee, Massachusetts General Hospital
1986-1994	Secretary, Medical Service Staff, Massachusetts General Hospital
1988-1992	Chairman, Practice Committee of the Internal Medicine Associates of the Massachusetts General Hospital
1990-1994	Chairman, Medical Management Committee, Massachusetts General Physicians Corporation
1992-2002	Medical Director, Massachusetts General Physicians Corporation
1993-	Vice President for Medical Affairs, Massachusetts General Physicians Corporation
1994-2002	Medical Director, Massachusetts General Physicians Organization
1994-2002	Chairman, Managed Care Committee, Massachusetts General Physicians Organization
1997-2000	Co-Chairman, Operations Improvement Steering Committee, MGH and MGPO
1995-2002	Co-Chairman, Clinical Performance Improvement Initiative, MGH
2000-2002	Chairman, Medical Management Committee, MGPO
2002-2004	Senior Vice President and Chief Medical Officer of the Caritas Christi Health Care System
2002-2004	Chair, Presidents Quality Initiative, Caritas Christi Health Care System
2003-2004	Chair, Clinical Vice Presidents Enterprise Group, Caritas Christi Health Care System
2004	Chair, Caritas Physicians Council

## Major Committee Assignments:

1983	Internship Selection Committee, Massachusetts General Hospital
1984-1988	Clinical Laser Safety Committee, Massachusetts General Hospital
1984-1990	Gastrointestinal Endoscopy Subcommittee, Massachusetts General Hospital
1984-1988	Medical Service Unit Chief's Committee, Massachusetts General Hospital
1984-1992	Practice Committee, Internal Medicine Associates, Massachusetts General Hospital
1986-1990	Patient Care Committee, Massachusetts General Hospital
1987-1992	Endoscopy Committee, Massachusetts General Hospital
1988-1990	Clinical Advisory Committee, Massachusetts General Hospital
1993-2002	Medical Administrative Committee, Massachusetts General Hospital
1993-2002	Executive Committee, Massachusetts General Physicians Organization
1994-1995	Interim Operating Committee, Massachusetts General Physicians Organization
1994-2002	Co-Chairman, Medical Policy Committee, MGH and MGPO

1995-2002	Quality Steering Committee, Massachusetts General Hospital
1996-2002	Chiefs Council, Massachusetts General Hospital
1997-2001	Executive Committee on Specialty Care, Partners HealthCare System
1998-2002	Space Committee, Massachusetts General Hospital
1999-2002	Executive Credentialing Committee, Massachusetts General Hospital

Other Assignments:

1990-1991	Computer Committee, American Society for Gastrointestinal Endoscopy
1990-1992	Research Committee, American College of Gastroenterology
1991-1995	Research Committee, American Society of Gastrointestinal Endoscopy
1995-1997	Practice Management Committee, American Gastroenterological Association
2002-	Executive Council of ACP-ASIM of Massachusetts

2. Regional, National or International Contributions

1982	Lecturer, Gastrointestinal Grand Rounds, Baylor College of Medicine
1984	Lecturer, Symposia on Lasers and Medicine, Massachusetts Institute of Technology
1984	Lecturer, Washington Laser Symposium, Washington, D.C.
1985	Lecturer, Surgical Grand Rounds, Brigham and Women's Hospital
1986	Speaker, 2nd International Congress for Diseases of the Esophagus, Munich, Germany
1986	Lecturer, Grand Rounds Boston, VA Hospital
1988	Lecturer, Gastrointestinal Endoscopy, Boston University
1988	Speaker, First International Conference on Biliary Lithotripsy
1988	Speaker, International Symposium for Bile Acid Therapy, Vail, Colorado
1989	Speaker, Consensus Conference for Biliary Lithotripsy, Milan, Italy
1991	Speaker, Third International Conference on Biliary Lithotripsy
1994	Speaker, Massachusetts Hospital Association Symposium on Observation Care
1996, 1997	Speaker, Managed Care for Specialists, American Gastroenterological Association
1997	Speaker, Depression in Primary Care Practice, American College of Physicians

Community Service:

1998-1999	Co-Chairman, United Way Campaign, Massachusetts General Hospital
1996-2002	Volunteer physician, New England Revolution Soccer Team

Part II: Research, Teaching and Clinical Contributions:

A. Research and Development Interests

Before joining Caritas Christi my focus was to lead the development of the Massachusetts General Physicians Organization into a multispecialty academic group practice committed to developing knowledge, teaching and excellent clinical care. As the medical marketplace posed a major threat to academic health care, we sought to develop contracts and programs with managed care organizations, which provided sufficient resources to support our mission, including access to our patients and independent medical decisions and control of quality of care.

From 1993 through 2002 I served as medical director of the MGPO, chairman of the MGPO Managed Care Committee, co-chairman of the MGH Medical Policy Committee and co-chairman of the Operations Improvement Steering Committee. These efforts included educational programs including lectures, written materials, web sites rounds and conferences building evidence based medicine and promoting effective decision making.

These programs span and incorporate all of the primary care teaching and faculty of the Massachusetts General Physicians Organization who are responsible for teaching medicine and pediatrics residents, interns and students. Physicians in training were encouraged to join these sessions during their ambulatory rotations both for the content of the educational message and to see an example of systems of continuous quality improvement and learning among senior physicians.

I've sought to continue my research in the areas of cost effectiveness of patient care management strategies and clinical outcome assessments. Two active clinical studies continue on the assessment of diagnostic strategies for lower gastrointestinal bleeding and assessment of the quality of life in patients with chronic inflammatory bowel disease continue. I am working with Drs. Graham Colditz and Leslie Higuchi at the Channing Laboratory and the Nurses Health Study to assess the experience of the enrollees with inflammatory bowel disease. I regularly contribute to the textbook, Primary Care Medicine and contribute to the literature surrounding the managed care impact on medical practice.

B. Funding Information:

1984	WH Rorer	PI
	Empiric us of antacids for dyspepsia	
1985	Blue Cross-Blue Shield	Co-PI
	Fund for cooperative innovation	
1987	Centecor Company	PI
	Cost-effectiveness of Ca 19-9 in the	
	Diagnosis of pancreatic cancer	
1991	American Society for Gastrointestinal Endoscopy	PI
	Effectiveness of lower gastrointestinal	

## Hemorrhage diagnostic strategies

1993	American Society for Gastrointestinal Endoscopy Quality of life assessment with severe ulcerative Colitis and ileo anal pouch procedures	PI
1994	Proctor and Gamble Quality of life assessment in inflammatory bowel Disease	PI

## C. Report of Teaching

## 1. Local Contributions.

a. *Medical School Courses*

Academic Year	Course Title	Activity	# of Students
1979-1986	Introduction to Clinical Medicine Harvard Medical School	Clinical Preceptor	5
1980-1987	Gastrointestinal Pathophysiology Harvard Medical School	Section Leader	2 <sup>nd</sup> year students
1981-2002	Medical Endoscopy, MGH	Attending Physician	2-4 Fellows
1981-1994	Gastrointestinal Consultation Service, MGH	Preceptor	2 Fellows 1 Student
1981-	Medical House Staff Conference, MGH	Lecturer, 1-3 per year	20 Students 60 Residents
1982	Sigmoidoscopy Clinic, MGH	Established a series of conferences and practical experience in clinical gastroenterology and sigmoidoscopy for medical residents	12 Residents and Students
1987-1988	Approach to Functional Bowel Disease, Harvard Medical School	Lecturer, New Pathway	30 Students

b. *Graduate Medical School Courses:*

Academic Year	Course Title	Activity	# of Students	
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1979-2002	Primary Care Program, MGH	Attending Teaching Physician	1 Student	1 F we
1982-2001	General Medical Service, MGH	Attending Teaching Physician	4 Students, 5 Residents	10 mc ye
1999-2001	Program in Clinical Effectiveness, Brigham and Women's Hospital and Harvard School of Public Health	Lecturer	20 Residents	
2003-4	Physical Diagnosis, Tufts School of Medicine	Preceptor	2 Students	2 F we we
2004	Caritas Carney Hospital, Tufts Medical School	Attending physician, instructor	2 Students and 4 residents	2 F da we

*c. Local Invited Teaching Presentations: (last 3 years)*

2001	Cabot Society, Harvard Medical School	Speaker	40 Students	1 F
2001	MGH Quality of Care Symposium	Speaker	100 Faculty	1 F

*d. Continuing Medical Education Course:*

Academic Year	Course Title	Act
1981-1982	Postgraduate Course in Emergency Medicine	Lecturer, Harvard Medical S
1989-1990	Postgraduate in Internal Medicine	Lecturer, MGH
1996	MGH Postgraduate Course in Gastroenterology	Speaker, Managed Care for
1996	MGH Postgraduate Course in Primary Care Medicine	Speaker, Advances in Peptic
2000	Screening for Colorectal Cancer	Speaker, Partners Communi
2000	Brigham and Women's Primary Care	Speaker, 20 Faculty

Professional Societies:

1979-	Society for General Internal Medicine	Member
1980-	American College of Physicians	Member
1981-	American Gastroenterological Association	Member
1982-	Society for Medical Decision Making	Member
1985-	American Society for Gastrointestinal Endoscopy	Member
1990	American College of Gastroenterology	Member

*e. Advisory/Supervisory Responsibilities in Clinical or Laboratory Setting*

*f. Leadership*



1994-2002	Medical Director of Massachusetts General Physicians Organization, organized a series of quality and clinical conferences on improving quality, patient service, and cost effectiveness including giving approximately 40-minute lectures, recruiting speakers, and preparing speakers
1996	Organized 6 multispecialty service line teams for utilization management and quality improvement
2000-2002	Co-chairman of Clinical Performance Management at institution wide clinical Quality Improvement program at the MGH
2001	Designed and supported oversight of PCHI Medical Management Visiting Committee and Quality Improvement program for 15 RSOs and 1000 primary care doctors

*g. Advisees/Trainees*

1983-1986	Lynn Butterly, M.D.	Associate Professor of Medicine, Dartmouth Medical School
1984-1987	Norman Nishioka, M.D.	Associate Professor, Harvard Medical School
1987-1988 & 1990	Debra Weinstein, M.D.	Director of Graduate Medical Education, Partners HealthCare
1990-1992	Frederick Ruymann, M.D.	Instructor in Medicine, Harvard Medical School
1990-1992	Dale Bachwich, M.D.	University of Pennsylvania Medical School

Editorial Boards:

1999-2002      Section Editor, Physician Practice Digest

Bibliography:

*a. Refereed (i.e., peer-reviewed) papers*

1. Richter JM, Schapiro RH, Mulley AG, Warshaw AL. Association of pancreas divisum and pancreatitis, and its treatment by sphincteroplasty of the accessory ampulla. *Gastroenterology*, 1981;81:1104-10.
2. Carr DB, Shih VE, Richter JM, Martin JB. D-lactic acidosis simulating a hypothalamic syndrome after bowel bypass. *Annals of Neurology*, 1982;11:195-7.
3. Carr DB, Shih VE, Richter JM, Martin JB. D-Lactic Acidosis induced encephalopathy. *Journal of the American Medical Association*, 1982;247:1127.
4. Richter JM, Jacoby GA, Schapiro RH, Warshaw AL. Pancreatic abscess due to candida albicans. *Annals of Internal Medicine*, 1982;97:221-2.
5. Goodson JD, Taylor PA, Campion EW, Richter JM, Wands JR. The Clinical course of acute hepatitis in the elderly patients. *Archives of Internal Medicine*, 1982;4:525-32.
6. Warshaw AL, Richter JM, Podolsky DK, Mueller PR, Ferrucci JT Jr., Shipley

- WU. A strategy against pancreatic cancer. *Journal of Clinical Gastroenterology*, 1982;4:525-32.
7. Richter JM, Silverstein MD, Schapiro RH. Suspected obstructive jaundice: A decision analysis of diagnostic strategies. *Annals of Internal Medicine*, 1983;99:46-51.
  8. Richter JM, Barsky AJ, Hupp JA. The treatment of depression in elderly patients. *Journal of Family Practice*, 1983;198:443-452.
  9. Warshaw AL, Richter JM, Schapiro RH. The cause and treatment of pancreatitis associated with pancreas divisum. *Annals of Surgery*, 1983;198:443-452.
  10. Wolfson JS, Hopkins CC, Weaver DJ, Richter JM, Waldron MA, McCarthy DM. An association between cryptosporidium and giardia in stool. *New England Journal of Medicine*, 1984;304:788.
  11. Richter JM, Hedberg SE, Athanasoulis CA, Schapiro RH. Angiodysplasia: clinical presentation and colonoscopic diagnosis. *Digestive Diseases and Sciences*. 1984;29:481-5.
  12. Silverstein MD, Richter JM, Podolsky DK, Warshaw AL. Suspected pancreatic cancer presenting as pain: an analysis of diagnostic strategies. *World Journal of Surgery*, 1984;8:839-45.
  13. Dawson JH, Mueller PT, Ferrucci JT Jr., Richter JM, Schapiro, RH, Butch RJ, Simeone JF. Severe esophageal strictures: Indications of balloon catheter dilation. *Radiology*, 1984;153:631-635.
  14. Richter JM, Barry MJ. Insights into the efficacy of diagnostic strategies using decision analysis. *American Journal of Gastroenterology*, 1985;80:493-497.
  15. Wolfson JS, Richter JM, Waldron MA, Weber DJ, McCarthy DM, Hopkins CC. Cryptosporidiosis in immunocompetent patients: characteristics of 43 cases. *New England Journal of Medicine*. 1985;312:1278-1282.
  16. Bruggen JT, McPhee MS, Bhatia PS, Richter JM. Primary adenocarcinoma of the bile ducts: clinical characteristics and natural history. *Digestive Diseases and Sciences*. 1986;31:840-846.
  17. Goodson JD, Richter JM, Lane R, Beckett T, Pingree RG. Empiric treatment of ambulatory patients with dyspepsia. *Journal of General Medicine*. 1986;1:90-93.

18. Friedman LS, Richter JM, Kirkham SE, DeMonaco H, May RJ. 5-aminosalicylic acid enemas in refractory distal ulcerative colitis: A randomized, controlled trial. *American Journal of Gastroenterology*. 1986;81:412-418.
19. Richter JM, Christensen MR, Simeone JH, Hall DA, Silverstein MD. Chronic Cholecystitis: Analysis of diagnostic strategies. *Investigative Radiology*. 1987;22:111-117.
20. Barry MJ, Mulley AG, Richter JM. Effects of work up strategy on the cost effectiveness of fecal occult blood screening for colorectal cancer. *Gastroenterology*. 1987;93:301-10.
21. Richter JM, Goodson JD, Barry MJ, Treadway KK. Medical diagnostic technology in the home. *International Journal of Technology Assessment*. 1989;53-62.
22. Barry MJ, Richter JM. Office based fecal occult blood screening for colorectal carcinoma. *Contemporary Gastroenterology*. 1988;1:41-48
23. Nishioka NS, Richter JM. Endoscopic therapy for bleeding peptic ulcers: A cost-benefit analysis. *Gastrointestinal Endoscopy*. 1987;33:277-283.
24. Richter JM. Cost effectiveness of diagnostic endoscopy in esophageal diseases. In Siewert JR, Holscher AH. Eds. *Diseases of the Esophagus*. Springer Verlag Productions. Gessellschaft, Berlin. 1987;866-868.
25. Richter JM, Hilgenberg AD, Christensen MR, Logan D, Mathisen DJ, Schapiro RH, Kelsey PB, Grillo HC. Endoscopic Palliation of obstructive esophagogastric malignancy. *Gastrointestinal Endoscopy*. 1988;34:454-458.
26. Nishioka NS, Jacques SL, Richter JM, Anderson RR. Reflection and transmission of light from the esophagus: The influence of incident angle. *Gastroenterology*. 1988;94:1180-5.
27. Nishioka NS, Tan OT, Bronstein BR, Farinelli WA, Richter JM, Parrish JA, Anderson RR. Selective vascular coagulation of rabbit colon using a flash lamp. Excited dye laser operating at 577 nanometers. *Gastroenterology*. 1988;95:1258-1264.
28. Brink JA, Simeone JF, Mueller PR, Richter JM, Prien EC, Ferrucci JT. Physical characteristics of gallstones removed at cholecystectomy: implications for extracorporeal shock-wave lithotripsy. *AJR*, 1988;151:927-931.
29. Richter JM, Christensen MR, Nishioka NS, Colditz GA. Angiodysplasia of

the colon: natural history and therapeutic interventions. *Digestive Diseases and Sciences*. 1989;34:1542-1546.

30. Richter JM, Colditz GA, Delea TE, Huse DM, Oster G. Cimetidine, Metanalysis of side effects. *American Journal of Medicine*. 1989;87:278-289.
31. Goodson JD, Lehman J, Richter JM, Read L, Atamian S. Is upper gastrointestinal radiography necessary in the management of uncomplicated dyspepsia. *Journal of General Internal Medicine*. 1989;4:367-374.
32. Oster G, Huse DM, Delea TE, Colditz GA, Richter JM. The risks and benefits of an RX to OTC switch; the case of over the counter H2 blockers, *Medical Care*. 1990;28:834-852.
33. Richter JM, Christensen MR, Rustigi AK, Silverstein MD. The clinical utility of CA 19-9 for the diagnosis of pancreatic cancer presenting as pain or weight loss. A cost effective analysis. *Archives of Intern Medicine*. 1989;149:2292-2297.
34. Weinstein DF, Brink JA, Richter JM. Non-surgical treatment of cholelithiasis: an analysis of clinical opportunity. *International Journal of Technology Assessment in Health Care*. 1990;6:643-654.
35. Goodson JD, Lehman J, Colditz GA, Hall DA, Atamian S, Richter JM. The clinical value of UGI radiography. *Journal of Clinical Gastroenterology*. 1990;12:140-144.
36. Weinstein MC, Coley CM, Richter JM. Medical Management of gallstones: A cost effectiveness analysis. *Journal of General Medicine*. 1990;5:277-284.
37. Richter JM, Wang TC, Fawaz K, Bynam TE, Fallon D, Slapleigh C. Practice patterns and costs of hospitalization for upper gastrointestinal hemorrhage. *Journal of Clinical Gastroenterology*. 1991;13:268-273.
38. Richter JM, Christensen MR, Kaplan LM, Nishioka NS. Effectiveness of current technology in the diagnosis and management of lower gastrointestinal hemorrhage. *Gastrointestinal Endoscopy*. 1995;41:93-98.
39. Emanuel LL, Richter JM. The consultant and patient-physician relationship; A trilateral deliberative model. *Archives of Internal Medicine*. 1994;154:1785-1790.
40. Fairchild DG, Sax-McLoughlin K, Soheyla G, Horsky J, Portnow M, Richter JM, Gagliano N, Bates DW. Comparison of Part-time and Full-time Primary Care Physicians. *Journal of General Internal Medicine*. 2001;16:1-5.

b. *Other papers presenting primary data*

c. *Book Chapters/Invited reviews*

1. Richter JM. Management of pancreatitis. In: Goroll A, May L, and Mulley A, eds. Primary Care Medicine, Philadelphia: Lippincott, 1981:304-308.
2. Richter JM. The management of inflammatory bowel disease. In: Goroll A, May L, and Mulley A, eds. Primary Care Medicine, Philadelphia: Lippincott, 1981:208-284.
3. Richter JM. Evaluation of diarrhea. In: Goroll A, May L, and Mulley A, eds. Primary Care Medicine, Philadelphia: Lippincott, 1981:251-255.
4. Isselbacher KJ, Richter JM. Hematemesis, melena, and hematochezia. In: Petersdorf RG, Adams RD, Braunwald E, Isselbacher KJ, Martin JB, Wilson JD, eds. Principles of Internal Medicine. 10<sup>th</sup> edition. New York: McGraw-Hill, 1983;199-203.
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6. Richter JM, Warshaw AL. Chronic Pancreatitis. In: Bouchier IAD, Allan RN, Hodgson HJF, Keighley MRB, eds. Textbook of Gastroenterology. London: Bailliere Tindall, 1984;308-24.
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9. Warshaw AL, Richter JM. A practical guide to pancreatitis. Current Concepts in Surgery. 984; Vol. 21: Number 12, pages 1-79.
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12. Richter JM. The evaluation of diarrhea. In: Goroll A, May L, Mulley A, eds. Primary Care Medicine. 2<sup>nd</sup> Edition. Philadelphia: Lippincott, 1987;287-298.
13. Richter JM. The evaluation of Jaundice. In: Goroll A, May L, Mulley A, eds. Primary Care Medicine. 2<sup>nd</sup> Edition. Philadelphia: Lippincott, 1987;312-316.
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15. Butterly LF, Richter JM. Evaluation of abdominal pain. In: Goroll A, May L, Mulley A, eds. Primary Care Medicine. 2<sup>nd</sup> Edition.
16. Smith AC, Richter JM. Evaluation of indigestion. In: Goroll A, My L, Mulley A, eds. Primary Care Medicine. 2<sup>nd</sup> Edition. Philadelphia: Lippincott, 1987;274-279.
17. Smith AC, Richter JM. Evaluation of heartburn. In: Goroll A, May L, Mulley A, eds. Primary Care Medicine. 2<sup>nd</sup> Edition. Philadelphia: Lippincott, 1987;279-283.
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37. Richter JM. Clinical Assessment of pancreatic cancer. In: Berger HG, Warshaw AL, eds. The Pancreas. Oxford: Blackwell Science. 1998;950-952.
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